

REQUEST FOR PROPOSAL (RFP)
Town of Arlington Master Plan
RFP # 12-44

The Department of Planning and Community Development (DPCD) acting through the Town Manager is requesting proposals from qualified individuals and firms for Consulting Services to develop and complete a Town of Arlington Master Plan.

A copy of the RFP outlining the requirements for submission is available at the address below, between the hours of 8:00 a.m. and 4:00 p.m., Mondays through Wednesdays; 8:00 a.m. and 7:00 p.m. on Thursdays; and 8:00 a.m. and noon on Fridays, or from the Purchasing Agent at dlanzillotti@town.arlington.ma.us. For further information contact Carol Kowalski, Director of Planning and Community Development, at 781-316-3092, or ckowalski@town.arlington.ma.us. The proposal may be viewed and downloaded from the Town website www.arlingtonma.gov/purchasing.

Proposals are invited and will be received by the Purchasing Officer, Town of Arlington, Massachusetts on or before 1:00 p.m., October 29, 2012 at the Town Manager's/Purchasing Office, Town Hall Annex 2nd floor, 730 Massachusetts Avenue, Arlington, MA 02476. Proposals delivered after the appointed time and date will not be considered. A briefing on the RFP and the scope of work is scheduled October 11 at 1:00 p.m. in the 2nd floor conference room, Town Hall Annex. All prospective applicants are encouraged to attend. Prospective applicants are also invited to observe a vision and goals workshop October 17, 7:00 p.m. from the Arlington Town Hall Auditorium balcony. See arlingtonma.gov/planning for more information.

Ten (10) copies of technical proposal shall be submitted in a sealed envelope marked "RFP #12-44 Consultant/Comprehensive Master Plan - Technical Proposal" and one (1) copy of the price proposal in a sealed envelope marked "RFP #12-44 Consultant/Comprehensive Master Plan - Price Proposal"

The Town reserves the right to cancel any request for proposals, and to reject in whole or in part any and all proposals, when it is deemed in the best interests of the Town to do so.

Adam W. Chapdelaine
Town Manager

September 27, 2012

REQUEST FOR PROPOSALS
TOWN OF ARLINGTON MASTER PLAN
SEPTEMBER 27, 2012

Responses Due:

October 29 at 1:00pm
Late Responses Will Be Rejected

Deliver Complete Responses To:

Town Manager,
Town Manager's/Purchasing Dept.
Town Hall Annex 2nd floor,
730 Massachusetts Avenue,
Arlington, MA 02476

For Further Information Please Contact:

Carol Kowalski, 781 316-3092
Email: ckowalski@town.arlington.ma.us

RFP No. 12 – 44

I. Purpose

The Town of Arlington, acting through its Department of Planning & Community Development (hereinafter referred to as the Department) seeks proposals from professional planning consultants to prepare a comprehensive Master Plan with community participation, and a review of the Town's existing Zoning Bylaw and regulations in order to incorporate the goals of the Master Plan. Arlington has a strong planning legacy, but has not undertaken a comprehensive Master Plan process as described in MGL Chapter 41 Section 81D. The Master Plan is expected to take approximately two years, with a planning horizon of ten to twenty years, and will provide a basis for decision-making about land use planning and redevelopment, budget preparation and capital improvement planning for public facilities and services, and economic development for the Town of Arlington's future. The first year is funded by the Town for FY13 with an allocated budget of \$100,000. Additional funding requests will be made for FY14 for an additional \$75,000. The Master Plan will meet the following objectives:

- proceed with a maximum of community involvement and public participation,
- be consistent with the goals, vision and aspirations of the community,
- recognize the unique history, attributes and needs of Arlington
- build on existing plans, studies and reports
- coordinate with the Commonwealth of Massachusetts and other regional plans

II. Background

The Town of Arlington, first settled in 1635 and incorporated as West Cambridge in 1807, has a population of 42,389, an area of 5.5 square miles, and 19,974 housing units. Arlington is eight miles from Boston, and is bordered by Cambridge and Somerville to the east, Medford and Winchester to the north, Lexington to the west, and Belmont to the south. Route 2, a state highway, bounds the southern border of Arlington. Massachusetts Avenue serves as the main

transportation corridor. The Minuteman Bikeway is a multi-use path heavily used by commuters and recreational users that runs the length of the Town from Lexington to Cambridge.

The Town is governed by a five-member Board of Selectmen and Representative Town Meeting. Daily management is vested in a Town Manager appointed by the Board of Selectmen. Planning and development is controlled by Massachusetts General Law, the Arlington Town Manager Act, the Town Bylaws, and the Arlington Zoning Bylaw. The five member Arlington Redevelopment Board (ARB) is appointed by the Town Manager with approval of the Board of Selectmen. The ARB has both planning board and urban renewal authority. The Zoning Board of Appeals is appointed by the Board of Selectmen. Both the ARB and the Zoning Board of Appeals act as special permit granting authorities as designated in the Zoning Bylaw.

The Town has strong fiscal management, but operates with a structural deficit. Arlington is a largely built-out community, with little new growth that is largely residential. A comprehensive master plan is a crucial component of a prudent way forward for the Town.

The Town last adopted a comprehensive zoning revision in 1976, with Town Meeting adopting many subsequent amendments. The business and industrial districts are generally along Massachusetts Avenue and Broadway.

Arlington has seven elementary schools, one middle school and one high school. Six of the seven elementary schools have been recently rebuilt. The elementary schools recently went through mandatory redistricting. School population is trending upward.

Arlington has 1147 subsidized housing units, a total of 5.9% of its housing stock. Of those, 665 are designated for elderly and disabled. The rental units are primarily owned by the Arlington Housing Authority and the Housing Corporation of Arlington, a non-profit community development corporation. Caritas Communities also owns 37 units of single room occupancy housing. The Town completed a State approved Housing Plan in 2004. Arlington has had inclusionary zoning since 2001.

Arlington is a member of the Massachusetts Water Resources Authority.

The vast majority of the land area in Arlington is zoned residential. The former agricultural community transformed into a streetcar suburb in the early to mid-20th century and is now a built-out, densely developed vibrant community, approximately 95% residential and 5% commercial and industrial. Arlington faces pressures from development within and just beyond its borders. Arlington's real estate values and population remained stable in recent years even through the economic downturn. Arlington residents have a high level of educational attainment and many are employed in the technology industry, presenting an opportunity for future economic development. The Town has made a commitment to Economic Development and to promote its historic and cultural resources through tourism. The Town seeks to address every aspect of a Master Plan in order to be proactive, rather than reactive, and to develop cooperation and trust between residents and the Town to realize opportunities that meet the Arlington community's vision and values.

III. Scope of Services

The Consultant will, to the maximum extent feasible, utilize existing information, reports, and studies on file with the Town and/or provided by the Town. The Consultant will work closely with the ARB, Master Plan Advisory Committee, and the Department to:

- conceive a structure and schedule of Master Plan public participation activities
- assemble and analyze available data; and
- synthesize information gained into a comprehensive “Master Plan” document that is formatted for easy reading and viewing on screens.
- make recommendations for zoning amendments to implement Plan recommendations.

The Consultant will participate in some committee and public meetings. The number of public meetings requiring the Consultant’s attendance will be mutually negotiated, but is expected to be around 20. The Consultant will work with staff to keep the community well informed as the process moves forward by assisting staff in implementing a successful-community outreach program.

The following outline is offered to describe the general extent of services to be provided by the Consultant. This outline is not necessarily all-inclusive and the Consultant will include in the proposal any tasks or alternatives and services deemed necessary to satisfactorily complete the project. Consultants are encouraged to bring both industry expertise and creative ideas tested elsewhere and tailored to Arlington to help the community design the approach that best suits the Town.

A. Community Vision, Goals, Policies:

This plan element establishes an overall vision for the Town and establishes goals and policies by which future physical development will be guided. The vision, goals and policies will be consistent with the values of the Arlington community, as developed and confirmed through a community participatory process. A facilitated community conversation using the *World Café* method is scheduled in Arlington Town Hall on October 17, 2012, to be facilitated by Deb Gilburg of Gilburg Leadership Incorporated. This will be the kick-off event for the Master Plan, and is intended to result in a major expression of the community’s vision and goals to guide policies. The consultant will propose additional methods, (e.g, additional World Cafe events, specific survey methods) for discerning the community’s vision for the future. This element is critically linked with public participation. The consultant will deliver Master Plan Goals and Policy Statement at the end of this phase.

B. Public Participation

The credibility and utility of the Master Plan process and the prospect for its adoption and implementation will rest heavily on strong public participation including development of a set of common values and goals shared by a diverse range of Arlington residents and property owners. The consultant shall work with the ARB, Planning staff and the Master Plan Advisory Committee to develop a public participation plan and schedule to ensure broad community engagement and significant community input and awareness of the planning process. This element will include the following:

1. **Methods:** The Consultant will propose a wide range of methods and techniques for developing commonly-held community values that will be the foundation of the Master Plan and techniques to ensure a high rate of public input, subcommittee decision-making, and official endorsement of the plan elements.

2. **Scheduling:** The Consultant will work with staff to propose a schedule of notices, submittals, meetings, and hearings for each of the various elements of this project (i.e. economic development element, land use element, etc.) in order to fulfill the goals of this project.
3. **Outreach Program:** The consultant will advise staff in developing and implementing an outreach plan to encourage community and neighborhood participation as well as that of municipal departments, committees, commissions, and other community organizations.
4. **Internet Component:** The consultant will develop an on-line method to invite community participation in the Comprehensive Plan process. The Consultant will also be responsible for postings, at a minimum on a monthly basis, of a Master Plan newsletter or progress report. The Consultant shall communicate with the Town's Public Information Officer to determine how best to accomplish these tasks.
5. **Priorities:** The consultant will work with staff and the Master Plan Advisory Committee to identify community priorities for the next ten years which will serve as the yardstick against which the Town can measure proposed recommendations and strategies across all elements of the plan.

C. Land Use:

The Consultant, with staff assistance, will identify all present land uses and recommend a future land use plan for areas where change may be guided toward realizing shared Arlington values and goals rather than reacting to unpredictable, uncoordinated development change. Existing land use maps will be provided by the Town. In this element, the Consultant will:

1. Identify priority redevelopment areas where well designed increased density is desired and appropriate, based on community preferences and surrounding land uses.
2. Identify priority preservation areas where no development is appropriate, based on community preferences and surrounding land use.
3. Make recommendations for future land use and redevelopment reflecting the goals established in the visioning process.
4. Suggest changes to the Zoning Bylaw, including Form-Based zoning, based on desired outcomes.
5. Deliverables: zoning diagnosis, visual preference survey, fiscal analysis of redevelopment alternative forms in business districts/key parcels.

D. Public Services and Facilities:

This element of the Master Plan will address the future needs for public services and facilities under existing conditions and future development and population growth scenarios. This element should aid the Town in developing a capital improvement and real estate asset management plan with appropriate budget. The Consultant will:

1. Inventory with Staff assistance existing Town owned land and facilities, including police, fire, public works and highway, library, school, and other municipal offices. Map and base data will be provided by the Town.
2. Determine adequacy of existing public facilities and services for future needs and in relation to the goals of the Master Plan
3. Identify appropriate locations for additional facilities if needed.
4. Evaluate school enrollment projections and compare to existing school facilities and identify options for expansion if necessary.

E. Housing: The Town of Arlington completed a State approved Housing Plan in 2004. This section of the plan will identify current and future housing needs in Arlington based on economic

and demographic trends, and shall identify programs, policies and strategies by which Arlington can meet the housing goals established in the Master Plan.

The housing element of the Master Plan will include:

1. Analyze existing housing stock, including age, type, location and cost;
2. Forecast future housing needs based on census and demographics;
3. Identify strategies to encourage housing that meets future needs for affordability, economic diversity, and changing demographics,
4. Investigate existing state resources (e.g. Community Preservation Act).for appropriateness.

F. Economic Development: The Town is part of the Battle Road Scenic Byway which promotes heritage tourism. The Arlington community has embraced public art and the arts and cultural economy and has a high percentage of residents employed in technology and the innovation economy. There is potential interest in designating Arlington as a Cultural District. The Town of Arlington completed a Commercial Development Study in 2010, an Arlington Business Community Study in 1995 and in 2012 completed the Economic Development Self Assessment Tool (EDSAT) of the Dukakis Center for Urban and Regional Policy at Northeastern University (an analysis of strengths, weaknesses, opportunities, threats). These will serve as resources for the consultant to integrate and expand upon. The Board of Selectmen appointed a Tourism and Economic Development Committee in 2009, and the Town hired its first Economic Development Officer in 2012. The consultant will analyze identified parcels and districts for their potential for new 21st century industries considering Arlington's land resources, the parcel's redevelopment potential, regional transportation resources and the educational attainment of the population. The consultant will propose strategies to increase the Town's business tax base.

This element will include:

1. Review existing economic development reports and recommendations.
2. Identify impediments to economic development found in the current zoning by-law. Make recommendations on reform, including possible changes to parking requirements in the zoning bylaw, and including consideration of Form Based Code and mixed use development.
3. Draft a statement of economic development goals, reflecting the goals established in the visioning process.
4. Make recommendations for diversifying business and industry, encouraging mixed use and siting 21st century industries and workspaces for entrepreneurs, such as business incubators and cooperative work space.
5. Work with the Arlington Tourism and Economic Development Commission, to develop a plan to promote tourism based businesses.
6. Work with the local business community and artists, to develop a plan to promote public art, arts and culture business, and explore designation of Arlington as a Cultural District.
7. Identify areas of the town most suitable for future business activity. Assess specific business opportunities that match Arlington's assets and objectives and population/labor/entrepreneurial attributes. Maps to be provided by the Town.
8. Identify appropriate Federal and State Economic Incentive programs (TIF, DIF, MGL 43D, etc.) and how they can be utilized by the Town to encourage economic development. Identify steps or actions Town must take to implement programs.
9. Provide an accompanying map for Economic Development in a GIS format, working with Town GIS staff.

G. Transportation and Circulation: This component analyzes the Town's current and proposed future transportation circulation system, focusing on its major streets and roads, public transportation, pedestrian circulation, parking, bicycle circulation, and the coordinated interaction of all modes. Arlington is served by 10 MBTA bus routes. The Alewife subway station is at the Town's southeast border in Cambridge. A future subway station is planned in the adjacent City of Medford, one mile from Arlington's northeast border. The Minuteman Bikepath traverses the length of Arlington. A new bikepath connecting the Minuteman Bikepath at Alewife to the Mystic River was just opened. In addition, there is significant bicycle commuting on Massachusetts Avenue, the main artery through Arlington leading to Cambridge and other job centers. Phase I of the Massachusetts Avenue Corridor Project to improve one mile of roadway and sidewalks in East Arlington will begin in the spring/summer of 2013. Arlington has many private ways and "paper streets" which can affect safety and complicate maintenance and repair. New apartment developments will be occupied in the fall of 2012 (116 units) and the fall of 2013 (176 units, plus 91-unit assisted living facility) that will add vehicle trips. Intense multi-family residential development on our border with Cambridge and Belmont will also add to congestion on main arteries in Arlington.

Arlington's Transportation Advisory Committee (TAC), appointed by the Board of Selectmen, is composed of experienced transportation planners and engineers, pedestrian and bicycle advocates, the Traffic Enforcement Officer, the Town Engineer, and the Senior Planner. TAC will assist the consultant in preparing this element.

This Plan element will include:

1. Identification and assessment of circulation system problems and needs
2. Identification of policies and other means of addressing problems, including traffic control, and parking enforcement.
3. Identification of ways the Town can support public transit and mode shift and easing conflicts between users of different modes.
4. Facilitate a process to determine the timeline and procedure to undertake the design of Phase II of the Massachusetts Avenue Corridor Project

H. Natural, Cultural, Historic Resources:

Arlington has many active arts, performance, and cultural institutions, including the Dallin Museum, the Smith Museum, the Jason Russell House, Arlington Center for the Arts, three theatres, an orchestra, artists' studios and galleries. Many artists and craftspeople live or work in Arlington. Several international groups make a home in Arlington, including the International School of Boston (formerly Ecole Bilingue), the Sudanese Educational Fund of Greater Boston, and the Armenian Cultural Foundation. Arlington is a multi-resource National Register of Historic Places district, and has seven local historic districts. In addition to the Historic Districts Commission, the Arlington Historical Commission administers a twelve-month demolition delay bylaw, maintains an inventory of historically significant properties, and assists property owners in historical interpretation of properties. Arlington has a vibrant farmer's market, a popular annual Town Day event, an annual food and restaurant event, and an annual Greek Festival.

This element shall include:

1. Inventory with staff assistance cultural and historic resources
2. Identify cultural and historic resources needing protection and promotion.

3. Identify weaknesses, conflicts or ways to streamline regulations while maintaining support for cultural and historic resources
4. Identify opportunities to promote cultural and historic resources, including public art, for economic development and tourism.

I. Open Space and Recreation:

Arlington is densely developed. Its recreational facilities are widely scattered throughout the community and heavily used. There is a dearth of land available for additional recreational development. About 300 acres of the town are surface water but generally not readily accessible for public use. The Town's resources are largely focused on maintaining existing open spaces. Perhaps the most heavily used open space in Town is the Minuteman Bikeway, which is both a commuter path and recreational path. Approximately 10% of Town-owned land is dedicated to active and passive open space uses; about 16% of undeveloped open land is in private ownership. Arlington owns the 183-acre Great Meadows in the Town of Lexington. The Arlington Land Trust, formed in 1999, a non-profit organization, is a resource for conserving and maintaining open space. The Town has an approved Open Space Plan.

On the future planning horizon is the revitalization of older plans to create a Mill Brook Linear Park and a public path on the circumference of Spy Pond. The Town has also long sought to conserve 17 acres of privately owned lowland in east Arlington, known as the Mugar property, as open space for flood control, natural habitat, and passive recreation.

This plan element shall include:

1. Identify under-utilized open space, and opportunities to expand and connect open space, whether public, private, non-profit or shared. The Town will provide a map showing public and private open space.
2. Identify additional resources for better management
3. Analyze existing state programs (e.g. Community Preservation Act) for implementing Open Space and Recreation objectives
4. Set priorities for implementation of Open Space and Recreation Plan

J. Implementation

The Consultant will develop a strategy for implementing the Vision of the Master Plan and recommendations of the plan elements. The strategy will include actions steps, time frame or schedule, responsible parties, procedures, and analysis of the Town's capacity to implement. The implementation section is intended to address the priorities raised in all elements of the Plan. The consultant will recommend the plan and participate in its presentation for adoption by the Redevelopment Board, the Board of Selectmen, and Town Meeting.

Staff role

Municipal staff will be closely involved, but the consultant is expected to devote the time needed to conduct research, write documents, and participate in meetings as needed with the Master Plan Advisory Committee, subcommittees, and the public. Staff will take primary responsibility for scheduling and posting meetings and providing minutes and will attend all meetings. Staff will provide base data and maps.

III. Project Schedule

Work is expected to start in October 2012 and the finished product will be ready for Board adoption in 2014 and Town Meeting adoption in 2015.

The Consultant should demonstrate the ability to complete the project on schedule or explain why a departure from the proposed schedule is recommended. If the Consultant believes that the Project, or specific Project Components, can be accelerated in advance of the schedule above, the accelerated schedule should be outlined in the Response.

A Project Briefing Session to address Consultants' questions and provide access to relevant Town plans and studies will be held October 11 at 1:00pm. To confirm your attendance at the project briefing session, please contact Carol Kowalski at 781 316-3092 or by email at ckowalski@town.arlington.ma.us. Any interviews with prospective consultants will be scheduled in October 2012.

IV. Deliverables:

1. Goals and Policies Statement; Draft Town Master Plan Report of Initial Findings

Using information gathered from the visioning and goal setting phases, the consultant will identify key issues that need to be addressed by the Master Plan, and present possible alternatives for a broad-based, informed public discussion. Responses to this RFP should address how the Consultant proposes to ensure that the Draft Master Plan Initial Findings receives an adequate amount of public scrutiny in order to maximize broad community support for subsequent phases of planning and implementation

2. Arlington Master Plan and Implementation Plan

The consultant will prepare a plan to achieve approval and adoption of the Master Plan by the Planning Board, Board of Selectmen and Town Meeting. All elements of the Master Plan outlined above will be included. The Implementation Plan will (i) define the specific municipal actions necessary to achieve the objectives of each element of the comprehensive plan (ii) prioritize implementation activities and (iii) include a schedule and key dates for action. As necessary, the implementation plan will be linked to the Town's capital and/or operating budgets and other related sources of funding

3. Zoning Diagnosis and Proposed Changes to the Arlington Zoning Bylaw.

The consultant will deliver a diagnosis of the provisions in Arlington's Zoning Bylaw preventing desirable outcomes, and will propose amendments to the zoning bylaw to facilitate implementation of Master Plan recommendations, including consideration of form-based zoning, mixed-use, and up-zoning where appropriate.

4. Fiscal analysis of redevelopment forms.

The consultant will conduct a fiscal analysis including anticipated tax revenue, related economic benefits, as well as cost of Town services of different alternatives for redevelopment form, density and use (residential, business, mixed-use) for four commercial districts and up to three selected sites.

5. Design Visual Preference Survey. The consultant will design a survey of the public's design preference for future development and redevelopment. The consultant will deliver the results of that survey with visual examples of the design form(s) desired in Arlington.

6. Deliverable Materials.

Twenty-five (25) color copies and one unbound version of each deliverable is required. The final version of each deliverable should be submitted in electronic format on a CD, DVD, or USB compatible hard drive and contain a Microsoft Word compatible version, and a PDF version. All images, tables and graphs used in the final version should be in

Microsoft Excel compatible format, and shall include all GIS or CAD data created by the consultant and used in maps in the final version. All materials will become the property of the Town of Arlington.

V. CONSULTANT QUALIFICATIONS

At a minimum, the proposing firm/team must meet the following requirements:

- a. The firm/team must have at least five (5) years experience in urban design, urban planning, public policy, management consulting, and/or architecture.
- b. The principal and project manager to be assigned to this project must be available for meetings with the Town on days or evenings, as required.
- c. The firm/team must have previous experience in the management of public information processes and conducting municipal master plans. Completion of 2 such projects in municipalities in Massachusetts within the last five (5) years is required, and completion of five overall is desired.
- d. The firm/team must have proven experience in the public sector and in working with federal, state and municipal agencies and neighborhood/ business organizations.
- e. The volume of the firm's current and projected workload must not adversely affect its ability to immediately initiate work and to follow through with the project in a timely and professional manner. The firm and all team members must be capable of devoting a significant amount of time to this project in order to complete the work within the schedule outlined in this RFP.

VI. SELECTION CRITERIA

The Town will award the contract to the Consultant offering the most advantageous response to this RFP, taking into consideration all evaluation criteria. The selection process will include an evaluation procedure based on the criteria identified below. Finalists will be required to appear for an interview.

- a. Staffing Plan and Methodology, including the professional qualifications of all project personnel with particular attention to training, educational background, and professional experience. Demonstrated expertise and experience of the Principal-in-Charge, Project Manager, and other key personnel, and any Consultants to be assigned to the Project, including professional registration of the Consultants and their qualifications.

Highly Advantageous: The plan of services proposes a detailed, logical, creative, and highly efficient scheme for producing a complete project that addresses all of the required issues and meets all the minimum applicant qualifications detailed in Section V, "Consultant Qualifications".

Advantageous: The plan of services proposes a credible scheme for producing a complete project that addresses all of the required issues and meets all the minimum applicant qualifications detailed in Section V, "Consultant Qualifications".

Not Advantageous: The plan of services is not sufficiently detailed to fully evaluate, or the plan does not contain all the components necessary to produce a complete project that addresses all of the required issues and meets all the minimum applicant qualifications detailed in Section V, "Consultant Qualifications".

Unacceptable: The plan of services does not meet all the minimum applicant qualifications detailed in Section V, "Consultant Qualifications".

- b. Depth of experience with similar projects, and prior experience with public contracts and relevant codes, laws, and regulations.

Highly Advantageous: The Consultant has at least five (5) years of experience consulting with municipalities on projects of similar size and scope to this project.

Advantageous: The Consultant has at least three (3) years of experience consulting with municipalities on projects of similar size and scope to this project.

Not Advantageous: The Consultant has less than three (3) years of experience but more than one (1) year consulting with municipalities on projects of similar size and scope to this project.

Unacceptable: The Consultant has less than one (1) year of experience consulting with municipalities on projects of similar size and scope to this project.

- c. Ability and knowledge to serve as a resource to the Town as evidenced by direct involvement in (1) projects utilizing innovative zoning techniques, such as form-based zoning, (2) projects utilizing public-private ventures or innovative economic development practices, and (3) projects utilizing mixed-use, smart growth revitalization strategies.

Highly Advantageous: Substantial involvement, i.e. lead consultant, in each of the three types of projects specified.

Advantageous: Involvement in each of the three types of projects specified.

Not Advantageous: Involvement in at least two of the three types of projects specified.

Unacceptable: Involvement in no more than one of the three types of projects specified.

- d. Strength and credibility of client references. Prior client satisfaction with working relationship, project management capabilities, and technical expertise in developing similar projects.

Highly Advantageous: More than three clients who consider your services satisfactory or better.

Advantageous: Three clients who consider your services satisfactory or better.

Not Advantageous: Three or more clients not all of whom consider your services satisfactory or better.

Unacceptable: Fewer than three clients who consider your services satisfactory or better, or three or more clients who consider your services unsatisfactory.

- e. Desirability of approach to the project, as well as a demonstrated understanding of all project components and public outreach needs.

Highly Advantageous: The response contains a clear, creative, and comprehensive plan that addresses all of the project objectives stated in the RFP.

Advantageous: The response contains a clear plan that addresses most of the project objectives stated in the RFP.

Not Advantageous: The response does not contain a clear plan that addresses most of the project objectives stated in the RFP.

Unacceptable: The response does not contain any plan to address the project objectives stated in the RFP.

- f. Demonstrated ability to meet project budget and project schedule.

Highly Advantageous: All of the Consultant's references indicate that the projects were completed within budget and on schedule or with minimal, insignificant delays.

Advantageous: One of the Consultant's references indicates that the project was not completed within budget attributable to the Consultant or with substantial delays attributable to the Consultant, and no current project or project completed in the last three years experienced substantial delays attributable to the Consultant.

Not Advantageous: Two of the Consultant's references indicate that the project was not completed within budget attributable to the Consultant or was completed with

substantial delays attributable to the Consultant, and no current project or project completed in the last year experienced substantial delays attributable to the Consultant. **Unacceptable:** More than two of the Consultant's references indicate that the project was not completed within budget attributable to the Consultant or was completed with substantial delays attributable to the Consultant.

VII. SUBMITTAL REQUIREMENTS

Interested qualified firms must submit ten (10) copies of its response addressing the objectives, scope and schedule described in this RFP. Responses must include, at a minimum, each of the following:

- ⇒ Sealed Submission, clearly marked "Technical Response and Qualifications" (Responses should be no more than 20 single-sided pages in length, single-spaced, exclusive of required forms).
 - General description of the firm/team's experience.
 - Description, with examples, of the firm/team's experience in working with municipalities preparing comprehensive plans, and conducting public meetings. Include reference to your experience in (1) use of visual materials to illustrate proposed future development scenarios, and (2) community relations, public speaking, facilitation, and mediation.
 - A detailed scope of services for the proposed work, including the firm/team's general approach to such work, evidence of the firm/team's understanding of the goals and objectives of the project, and methodology for accomplishing the tasks as listed in this RFP.
 - An outline of the schedule for completion of tasks (timeline) as presented in the firm/team's approach to the scope of services.
 - Description of the assigned staffs' experience, educational background, availability, and chain of responsibility, including the name and title of the principal and project manager assigned to the project, names of all sub-consultants, and resumes of all personnel to be associated with the project.
 - List of references, including name, title, agency, address, description of project, project cost, and telephone number for clients with similar projects completed by the Consultant within the last five years (including dates).
 - Identification of current and pending work commitments of the firm(s), and a description of how this project will receive adequate attention amid the firm's workload.
 - Other pertinent information about the firm(s) that would aid the Town in making a selection.
 - Completed Attachments in Section IX Required Forms (not included in page limit).
 - Evidence of insurance coverage, including general and professional liability and worker's compensation insurance as shown in Attachment E.
- ⇒ Sealed Submission, clearly marked "Price Proposal".
 - Completed Price Proposal Form (attached)
 - Detailed breakdown by planning element of professional service fees, assigned project staff and hourly billing rates of staff.

Proposals which are most advantageous based upon consideration of all the evaluation criteria will be selected.

Proposals must clearly address all the submittal requirements; that is, the response should include a section addressing all of the minimum qualifications, the minimum submittal requirements, and each of the review criteria. The proposal will be reviewed based on each of these items and it will be to the benefit of the responder to clearly address each of the items. Where the requirements specify a minimum level of experience, indicate the dates of said experience.

A Master Plan Selection Committee will be convened to review proposals. Committee members will be drawn from Town Staff and Planning Board members and may include other community members. Approximately 3 finalists will be invited to review their proposals in an interview with the Planning Board.

The Town reserves the right to reject any or all proposals, to waive any non-material irregularities or information in any RFP, and to accept or reject any item or combination of items. The Town also reserves the right to seek additional information and revised proposals prior to selection of a Consultant through written notice to and all of the respondents.

Questions and/or comments may be submitted to Director of Planning Carol Kowalski at:

Email: ckowalski@town.arlington.ma.us

Phone: 781 316-3092

Responses to the RFP are due by **12 Noon on October 29, 2012**. Facsimile and/or emailed responses will not be accepted. All responses should be submitted to:

Adam W. Chapdelaine
Town Manager
Arlington Town Hall
730 Mass. Ave.
Arlington, MA 02476

IX. PROJECT FUNDING

- a. Consultants must complete the attached Price Proposal Form under separate cover. Project fees must be provided for each Project Component of work as described in the Scope of Services. Fees shown will include all costs and expenses (copying, mileage, photographs, maps, etc.) to complete the Scope of Services defined in this RFP. Also, the selected Consultant will be required to submit invoices identifying hours, expenses and total cost by specific tasks. The final contract scope, price and fee will be negotiated with the highest ranked responder.

IX. REQUIRED FORMS

All required forms must be submitted with the proposal.

- A. Certificate of Non-Collusion
- B. Certificate of Tax Compliance
- C. Price Proposal Form

CERTIFICATE OF NON-COLLUSION FORM
TOWN OF ARLINGTON MASTER PLAN

The undersigned certifies under penalties of perjury that this bid or proposal has been made and submitted in good faith, and without collusion or fraud with any other person. As used in this certification the word "person" shall mean any natural person, business, partnership, corporation, union, committee, club, or other organization, entity, or group of individuals.

Signature of Individual Submitting Bid or Proposal

Name of Individual Submitting Bid or Proposal

Name of Business

Date

BY STATE LAW THIS NON-COLLUSION FORM MUST BE SIGNED AND
SUBMITTED WITH THE BID OR PROPOSAL.

CERTIFICATE OF TAX COMPLIANCE FORM

TOWN OF ARLINGTON MASTER PLAN

Pursuant to MGL Chapter 62C, Section 49A, I certify under the penalties of perjury that I have complied with all laws of the Commonwealth of Massachusetts relating to taxes, reporting of employees and contractors, and withholding and remitting child support.

Social Security Number or
Federal Identification Number

Signature and Title of Individual or
Responsible Corporate Officer

**BY STATE LAW THIS CERTIFICATE OF TAX COMPLIANCE FORM MUST
BE SIGNED AND SUBMITTED WITH THE BID OR PROPOSAL.**

PRICE PROPOSAL FORM
(To be place in a separate sealed envelope)

RFP #12-44 Consultant Services
TOWN OF ARLINGTON MASTER PLAN
Arlington, MA 02476

CONTRACTOR Town Manager
Arlington Town Hall
730 Massachusetts Avenue
Arlington, MA 02476

PROPOSER

PROJECT: Consultant Services for Development of a Master Plan

Proposed Price (in words): _____

Proposed Price (in numbers): \$ _____

Please attach detailed budget and detailed breakdown by planning element of professional service fees, assigned project staff and hourly billing rates of staff.

Signed

Title

Print Name

Date Signed